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ABSTRACT

The work of the United Nations Social Defence Research Institute in the area of manpower and training to develop policy and practice for crime prevention and treatment of offenders is described. A bibliography of 1,444 items is included. (NF)

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A Commentary and Bibliography

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INTRODUCTION

From the beginning of the work of this Institute in 1968 one of the first areas given attention was manpower and training. This was because the problem was seen to be central to the development of policy and practice in the whole field of the prevention of crime and the treatment of offenders. In July of 1968 a major field inquiry got underway with a pilot study in Uganda in collaboration with a team of specialists of that country. This major project is necessarily broad in scope and time-consuming in analysis. It is hoped that the research results will be available for publication in the near future.

In the course of the development of this project, the staff of the Institute made a comprehensive analysis of the literature available internationally. This was essential for the proper orientation of the project and in order to bring to bear on the research all recent thinking and experiences. In the course of this collateral work the Institute became aware that it was in possession of a bibliography not generally available to administrators, policy-makers and researchers in the social defence field and that the early dissemination of such material would be useful to those engaged in policy decisions or research bearing on manpower and training. It was decided, accordingly, not to await the research findings on this project for the dissemination of the bibliography.

Despite the extent of publications internationally in the field of manpower and training (approximately 1,500 items are included in this bibliography) and the importance of this question to the social defence field and to the social and economic development of countries in general, it is remarkable how little the wealth of literature in this field is known to practitioners. It is also remarkable how little attention is given to these matters in some countries or even in whole regions. Indeed, in connexion with an analysis of research trends and research needs made by this Institute in one region of the world, Latin America, it was clear that this was an essentially overlooked area despite its obvious

importance.[1] Thus it was with a sense of urgency that the Institute decided to publish this bibliography forthwith.

In publishing the bibliography, the Institute found it useful to call attention to the trends identifiable internationally regarding manpower and training considerations. Therefore in this publication, prepared by Drs. Ferracuti and Giannini, considerable information in the form of a commentary has been included on the evolution of attention given to this problem, current emphasis on particular aspects and the attention given to the subject within the setting of the United Nations.

I would like to express here the Institute's great gratitude to the Bureau of Prisons of the United States Department of Justice, to the Federal Penitentiary Service of the Secretariat of State of Justice of Argentina and to the Ministry of Justice of Poland for very generous contributions in kind to the United Nations Social Defence Trust Fund in connection with this publication. The English edition has been printed gratis by the US authorities and the Spanish and French editions have been translated and printed gratis by the Argentine and Polish authorities, respectively.

EDWARD GALWAY
Director

Rome, 1 July 1970

[1] See for example, the publication of this Institute entitled *Criminological Research Trends and Needs in Latin America*, November 1969.

COMMENTARY

Part I

1. The area of Manpower and Training in social defence has been the object of increasing concern on the part of many national and international bodies.

2. At the 1966 meeting of the Advisory Committee of Experts on the Prevention of Crime and the Treatment of Offenders, convened by the United Nations in New York, the importance of studying the economics of recruitment and training of qualified personnel for social defence programmes was universally recognized by the participants.[1] Some guidelines for research and action programmes on this topic were given by the Advisory Committee on the same occasion. Briefly summarized, they include the premise that manpower needs should be interpreted to include the overall national manpower requirements and the specific needs for existing and planned social defence programmes. While needs in general could be considered as being infinite, realistic manpower projections have to be geared to existing or foreseeable programmes. Personnel training is to be considered as a "means to an end," the latter being a maximization of the efficiency of social defence programmes within the broader context of harmonious national development. Budgetary limitations are, of course, the most immediate obstacle to fast expansion. Often, however, a re-distribution of budgetary resources or of existing facilities may ameliorate the situation without undue financial burden. An "investment and returns" approach to manpower and training problems should be made in social defence programmes, as is the case in other areas. The data needs for such an approach were briefly examined by the Committee. The inevitable fact that social defence training faces competition from other areas of professional training was recognized. A solution was suggested, consisting of emphasizing broad training (implicitly, social welfare oriented) so that trained individuals could participate in different areas of social development, according to needs (and their variations) as they develop in the social progress of nations. The specific need to broaden the

[1] United Nations Economic and Social Council, Commission for Social Development, *Report of the Advisory Committee of Experts on the Prevention of Crime and the Treatment of Offenders*, New York, 12-16 December 1966

skills of social defence administrators, was given recognition with reference to the United Nations regional institute's role in the area. On the other hand, the need to ameliorate and orient the training of lawyers and legislators within the frame of reference of a global social defence policy was stressed. The use of volunteers was also touched upon briefly, together with the importance, for developing countries, of the "training of trainers" and of evaluation techniques for training programmes.

3. These terms of reference for the study of the manpower and training area were preceded in the history of the development of social defence activities carried out by the United Nations and its specialized agencies, by many other specific references to personnel for social defence. These are here briefly analysed chronologically.

4. From even such a cursory examination of available United Nations material, it is obvious that a slow evolution has taken place in international thinking on the matter of manpower and training. From specific and limited recommendations, the prevailing trend has moved towards close international co-operation and towards efforts to link manpower and training with national developmental problems. Also, an increasing sophistication in evaluation techniques for training programmes has slowly come to be accepted as a needed pre-requisite for realistic thinking about manpower and training programmes. Procedures such as "cost-benefit analysis" or "systems analysis" have made their first appearances in a field which has in the past been characterized by intuitive, superficial and vague evaluative techniques. Part of this more realistic and concrete approach to training is, of course, due to the emergence of major scale national efforts such as the work of the Joint Commission on Correctional Manpower and Training established on the recommendation of the Arden House Conference in the United States of America but, also, part of it results from increasing national and international preoccupation with social planning.

5. A very important aspect of manpower, in social defence as in many other fields, is the practical possibility of forecasting special personnel requirements in order to be able to plan ade-

quately the related training needs and to allocate existing human resources. Forecasting is, of course, a delicate and complex operation, which is made more difficult in the field of social defence by the lack of clear-cut definitions of occupational goals of the personnel concerned. Also, prospectives for social defence are linked to such indexes as delinquency and crime rates and trends. These, in turn, are influenced by many variables such as, for example, the rates of industrialization and urbanization, the general tempo of social change in the specific country, the legislative variations and changes, the varying nature and extent of public participation in the functioning of the criminal justice system, the basic decisions taken by government planners and educators, on the question of the multipurpose versus the specialist training policy. In developing countries many of the needed social indicators on which accurate forecasting must be based are absent, uncertain or invalid, and consequently forecasting cannot be conducted with an optimal and mathematical level of reliability. Nevertheless, it has been possible for the *International Labour Review* to publish, from 1964 to 1966, a number of articles on manpower forecasting, some of them specifically devoted to problems of manpower planning in developing countries. Some of the information and some of the theoretical approaches followed in these articles are transferable to the social defence field [2] [3] [4] [5] [6] [7] [8] [9] [10]. From a methodological standpoint, the International Labour Organisation offered interesting considerations at a meeting of experts on the assessment of manpower and training requirements for

[2] Debeauvois, M., "Manpower Planning in Developing Countries", *International Labour Review*, Geneva, 1964, Vol. LXXXIX, No. 4, pages 317-338

[3] Hollister, R. G., "The Economics of Manpower Forecasting", *ibid.*, pages 371-397

[4] Paukert, F., "The Interdependence of High-level Manpower Planning and Economic Planning", *ibid.*, pages 339-352

[5] Vaizey, J., "The Labour Market and the Manpower Forecaster, Some Problems", *ibid.*, pages 353-370

[6] ILO, "Manpower Mobilisation for Economic Development in Tunisia", *International Labour Review*, January 1966, Vol. 93, No. 1, pages 5-18

[7] ILO, "Social and Cultural Factors in Management Development", *International Labour Review*, Geneva, 1966, Vol. 94, No. 2, pages 101-107

[8] Costa, E., "Practical Aspects of the Organisation of Manpower Utilisation and Education Schemes in the Developing Countries", *International Labour Review*, March 1966, Vol. 93, No. 3, pages 248-280

[9] Myers, C. A., "Human Resources and World Economic Development Frontiers for Research and Action", *International Labour Review*, Geneva, November 1966, Vol. 94, No. 5, Pages 435-448

[10] Blandy, R., "Some Questions Concerning Education and Training in the Developing Countries", *International Labour Review*, December 1965, Vol. 92, No. 6, pages 478-489

economic development, held in Geneva in October 1962[11]. In 1967, the Advisory Committee on Salaried Employees and Professional Workers of the ILO in the course of its sixth session, held in Geneva, discussed the role of non-manual workers in economic and social development and the need for their training[12]. A part of the report was devoted to social welfare and social services personnel. This type of employee was considered as primarily trained as a social worker. A general picture of the training of social workers in different countries was offered, based on an international survey (the fourth of its kind), published in 1964 by the UN Department of Economic and Social Affairs[13]. The need for the development of training in this profession was stressed, together with the practical indication of regional situations which called for *ad hoc* solutions. It was also recognized that at present the largest part of social welfare activities are supportive and curative, rather than constructive and preventive. This consideration is, of course, germane also to the social defence field.

6. The general criminological literature on social defence manpower and training problems is abundant and dispersed in a variety of sources. An attempt to summarize and analyse in detail its main contents would, of course, be outside the scope of this introduction. However, the following classification scheme used in the preparation of this bibliography indicates the range of the literature in the field.

7. Approximately 1,500 items have so far been collected by the United Nations Social Defence Research Institute. The classification used allows an analysis of the concentration of research efforts in the field and points out areas where research is scarce and therefore new efforts are needed. For example, almost no sources were located on syndicalist aspects of professional workers in the field or on the training of research workers.

8. Some special publications are worth mentioning because

[11] ILO, *Meeting of Experts on the Assessment of Manpower and Training Requirements for Economic Development*, Geneva, October 1962

[12] ILO, *The Role of Non-Manual Workers in Economic and Social Development and the Need for their Training*, Advisory Committee on Salaried Employees and Professional Workers, sixth session, Geneva, 1967

[13] United Nations, *Training for Social Work*, Fourth International Survey, 1964 (ST/SOA/57)

of their particular importance. Many have been recently published in the United States[14].

Classification of Bibliographical Items

MANPOWER	AREA	TRAINING
A General	0 General	a General
B Surveys	1 Police	b Selection
C Attitudes	2 Courts	c Field Experiences
D Social origin and educational background	3 Prison	Content of Training
E Financial and career aspects	4 Non-institutional	d Teaching Techniques
Mobility within the system	5 Volunteers	e Training Institutions
F Discipline	6 Research Workers	f University Training
G Projection		g Training Materials
Vacancies		Text Books
H Syndicalism		Programmed Cases
Professional Problems		h Regulations
		i In-service Training
		j Evaluation of results of training
		k Technical Assistance

Each item receives a twofold (number and letter) classification. If appropriate, one number and two letters are used. For example, the Arden House Conference Proceedings receive the following classification: OAa

9. Hardly any major social defence project can be undertaken without adequate consideration of its manpower and training

[14] Council on Social Work Education, *Manpower and Training for Corrections Proceedings of an Arden House Conference*, 24-26 June, 1964 (ed) Prigmore, C.S., New York, 1966
Joint Commission on Correctional Manpower and Training:
—*Differences that make the Difference*, Paper presented at a Seminar on the Implications of Cultural Differences for Corrections, Washington, 30-31 January 1967, Washington, August 1967
—*Targets for In-Service Training*, Report of a Seminar convened by the Joint Commission and the Office of Law Enforcement Assistance, 4-5 May 1967, Washington, October 1967
—*Research in Correctional Rehabilitation*, Report of a Seminar, 6-7 July 1967, Washington, December 1967
—*The Public looks at Crime and Corrections*, Washington, February 1968
—*The Future of the Juvenile Court: Implications for Correctional Manpower and Training*, Washington, June 1968
—*Offenders as a Correctional Manpower Resource*, Report of a Seminar convened by the Joint Commission, Washington, 7-8 March 1968, Washington, June 1968
—*Criminology and Corrections Programs*, Proceedings of a Seminar convened by the Joint Commission, Washington, 1-2 May 1968, Washington, July 1968
—*Corrections 1968: A Climate for Change*, Washington, August 1968
—*The University and Corrections: Potential for Collaborative Relationships*, Washington, January 1969
—*The Legal Challenge to Corrections; Implications for Manpower and Training*, Washington, March 1969
—*Developing Correctional Administration*, research report, Washington, 1969
—*A Time to Act—Final Report*, Washington, October 1969
—*Volunteers Look at Corrections*, Survey Report, Washington, 1969.
—*Manpower and Training in Correctional Institutions*, Staff Report by Galvin, J.J. and Karacki, L., Washington, December, 1969.
—*Perspectives on Correctional Manpower and Training*, Staff Report, Washington, January, 1970.

implications or consequences. For example, one of the most recent large-scale attempts to assess the social defence situation of a country, the *President's Commission's Report on Law Enforcement and Administration of Justice in the USA* (*The Challenge of Crime in a Free Society*),[15] inevitably had to face the personnel and training implications of its action proposals and has had to come to grips with the present unsatisfactory personnel situation.

10. Although the need for improving the general situation of manpower and training in the field of social defence is a matter of unanimous consensus and although several policy statements and actual proposals can be derived from an analysis of the existing literature, the definition of research in this context requires some further specifications. In general, the type of research efforts which appear to be more appropriate for use in policy development may be classified as intermediate, between theoretical and practical, and should be identified as "field-induced" or "problem-oriented" research.

11. The methodology of a programme of study in the manpower and training area in social defence, can obviously be discussed only after goals are selected and transferred into specialized planning and after preliminary decisions in terms of priorities have been made. It is equally obvious that there is need for research which is policy-oriented, in order to enable governments, particularly in developing countries to transform research results into guidelines for legislative and administrative activity. Manpower and training in social defence can only be considered as part and parcel of a broader attempt to improve and upgrade the existing criminal justice system and the social defence oriented preventive practices of a given country.

12. Occasionally the general goal of improving an existing criminal justice system, although explicitly accepted by governmental authorities, has to be clarified and formulated in concrete terms. It is generally agreed that it is not up to a research institute to formulate goals, which are the province of the general political and social orientation of national governments. However,

[15] President's Commission on Law Enforcement and Administration of Justice, *The Challenge of Crime in a Free Society*, United States Government Printing Office, Washington, D.C., 1967

particularly in the instance of developing nations, research can help a country to arrive at its own goals and can clarify a pragmatic approach designed to bring those goals into the day-to-day reality of the system. Futhermore, nations may experience a change of goals due to the rapid and often unforeseeable changes in human and financial resources. In these cases, the insertion of a programme element in training, aimed at "continuous" training rather than freezing it at pre-set levels might be advantageous. Several *a priori* limitations have to be recognized on the basis of existing policies which a given country may not wish (or may be unable) to alter, or whose manipulation would interfere with broad political or ideological frameworks. Research, however, can be guided by some directives:

(a) Manpower and training may be considered as embracing and encompassing the whole social defence system, from magistrates to prison guards. It is obviously true that no part of the criminal justice system can be modified without taking into consideration, at the same time, the other sectors of the same system. An upgrading of, for example, the probation staff will not significantly improve the system if sentencing practices are not equally bettered or if custodial care lags behind.

(b) Although forecasting is admittedly a difficult exercise to perform in a developing country, there is a clear need for as long-range programmes as feasible. If possible, models should be developed.

(c) Although the need for maintaining flexibility in training approaches is essential, particularly in view of the quickly changing needs of developing countries, specialized training, with the possibility of shifts within the social defence system, seems to be preferable, at least in consideration of the limited level of development of the field in most countries and of their sudden and frequent legislative and policy variations. An added consideration at this point concerns the fact that, in a given field of action in the general areas of social services and social welfare, the difference between different techniques used by specialists could be broader than the differences

between professional patterns of specialists working in different fields.

(d) The research takes the format of *country case studies* encompassing a variety of cultural and socio-economic variables leading to as general a model as possible, with appropriate consideration of the widely recognized need for assessment techniques.

(e) Useful research hints can be drawn from ways of dealing with mental health manpower problems. Recent papers[16] [17] point out the extremely serious problem of personnel shortage that will be faced in a few years, because of the increasing population and the increased need for services. A similar situation will prevail in the social defence field. Obviously, planned research should try to compensate for this inevitable problem.

(f) Manpower and training in social defence must overcome the sectoral approach which so far characterized its development. One way to achieve this is by multipurpose, generalist-oriented training. This is now largely unsatisfactory in view of the increasing technical complexity of the field. Another approach is, of course, that of planning training jointly for the different levels and the different sub-fields comprising the area of action of social defence, ranging from police to court services. This involves joint identification of training needs and preparation of comparable core curricula, with an added specialized section. It also involves constant flow of information, academic participation in the training process, and feed-back from services to policy-makers and academicians. Generally manpower research focuses upon concrete areas such as tools of training, programmes, subject matter to be included in the curricula and background of personnel. One area which seems to be largely overlooked is that of the impact of the personality of the trainer upon the trainees and that of the interaction between trainers, trainees, training goals and training materials.

[16] Albee, G. W., "Models, Myths and Manpower", *Mental Hygiene*, 1968, Vol. 52, No. 2, pages 163-180

[17] Kubie, L. S., "The Overall Manpower Problem in Mental Health Personnel", *Journal of Nervous and Mental Disease*, 1967, Vol. 144, No. 6, pages 466-470

(g) Manpower and training in social defence can obviously benefit from systems analysis, particularly in its cost-benefit approach. This "quantitative common sense" technique involves the establishment of alternatives derived from careful sample field studies and then run through simulated programming to enable the decision-maker to weigh crucial costs and returns alternatives[18].

(h) One obstacle standing in the path of cost-benefit analysis in manpower and training in social defence, is that systems analysis, in general, presupposes clear-cut definitions of goals and of objective functions. One of the main obstacles in the path of the development of a rational approach to personnel problems in social defence is the absence of a unified and agreed-upon theory, the absence of an initially-planned and integrated system of action, and the absence of agreement on personnel, its functions and its preparation[19]. In a nutshell, before drawing up any programme, one must be able to answer both with respect to possible models and in a specific cultural and/or national setting, the crucial question: What is the personnel supposed to do?

(i) In developing countries, another specific problem has to be added to those which plague the manpower and training field of social defence in more developed countries. In many instances, developing countries have inherited criminal justice systems from their colonial past and are now trying as quickly as possible to develop indigenous systems, yet the bulk of their personnel, and particularly the high to high-intermediate levels of staff, are trained by the former colonial power. In some cases the lack of local training facilities is remedied through the use of scholarships to the former colonial country. At the same time, the increasing tempo of industrialization and urbanization builds up the crime problem and the public awareness of its importance. Although the legislation and the institutions are new-nation

[18] For social problems, a flow-logic-feedback system" is to be preferred because it compensates for the uncertainty and the "soft" nature of some of the data—Levine, A. S., "L'analisi costi-benefici del programma di addestramento professionale", *La Rivista di Servizio Sociale*, 1968, No. 3, pages 23-37

[19] Lejins, P. P., "Data on Crime and Delinquency—Personnel in Criminology and Corrections", *Criminology in Action*, Szabo, D., Ed. University of Montreal Press, 1968, pages 371-396

oriented, the staff may be largely composed of individuals linked to an authoritarian discipline and security-oriented past.

(j) Although many "surveys" have been completed in the social defence field by international and national organizations, no real "international" model has appeared. In many instances the surveys are little better than juxtapositioning of sometimes irrelevant and frequently dated material from a variety of often unrelated systems or countries. There are exceptions[20], yet comparability has not received the needed emphasis. No real comparison is available, e.g. between role, image and training of an "éducateur" in the French system and a "youth worker" in a juvenile institution of the United States.

(k) With the possible exception of magistrates, staff levels of social defence personnel have a badly tarnished public image in most countries. The conscious and unconscious reasons for this situation have to be analysed, with a view to remedying it.

Part II

13. International efforts concerning the problem of manpower and training in social defence have been evident since the beginning of organized international activities in the field. Even before the United Nations initiated efforts in the field, the International Penal and Penitentiary Commission had, on several occasions, considered the problem. In the London Congress[21] of 1872 the organizing committee of the International Penitentiary Congress concluded that prison officers should be especially trained for their duties.

14. The pertinent question discussed at the Congress was: "What training schools for prison officers should be formed, and for what class of officers?" Although the training need to maximize prison guards' efficiency was agreed upon by all participants,

[20] See, for example, Conrad, J. P., *Crime and its Correction. An International Survey of Attitudes and Practices*, University of California Press, Berkeley, 1965

[21] International Penal and Penitentiary Commission, *Deliberations of the First Congress of the IPPC*, London, 3-13 July 1872, Teeters, N. K. (ed), Temple University Bookstore, Philadelphia, Pennsylvania, 1949, pages 13-29

diverging views were expressed on the practical ways of attaining this objective. Some participants believed in a theoretical instruction system, while others wanted the matter to be worked out in individual prisons. The majority did not favour prior training.

15. At the second IPPC Congress, Stockholm 1878[22], the question was asked: "Would the creation of normal schools for the professional training of prison officers and other employees be likely to promote the success of penitentiary work?" On this point the Congress agreed that prison officers, before admittance to the service, should receive adequate theoretical and practical education. The Fourth Congress of the IPPC, St. Petersburg, 1890[23], considered the means to ensure proper recruitment of officers, employees and wardens for the prison service. The recommendations included that the candidates for higher posts should receive adequate training based on courses of history and theory of penal science, and practical study of every detail of prison service. Preparation of candidates for lower posts should include practical penal service training, to be carried out by experienced prison superintendents "in the prisons of the district where the candidate will start on duty". (This is probably the first time that in-service training received official recognition.) At the Tenth Congress of the IPPC, held in Prague in 1930[24], the question of the organization of the professional and scientific training of prison personnel was discussed, together with that of the required qualifications for optimum recruitment. For the first time it was expressly stated that all officers of prison administrations must be specially instructed and prepared for their functions, higher standards of education being required for the supervisory positions. The need to have specialized schools and courses for the instruction of the directing and supervisory personnel was affirmed. The principle was stated that some preparation should be aimed at the "social

[22] International Penal and Penitentiary Commission, *Deliberations of the Second Congress of the IPPC*, Stockholm, 15-26 August 1878, Teeters, N. K. (ed), Temple University Bookstore, Philadelphia, Pennsylvania, 1949, pages 40-49

[23] International Penal and Penitentiary Commission, *Deliberations of the Fourth Congress of the IPPC*, St. Petersburg, 15-24 June 1890, Teeters, N. K. (ed), Temple University Bookstore, Philadelphia, Pennsylvania, 1949, pages 62-82

[24] International Penal and Penitentiary Commission, *Deliberations of the Tenth International Congress of the IPPC*, Prague, 24-30 August 1930, Teeters, N. K. (ed), Temple University Bookstore, Philadelphia, Pennsylvania, 1949, pages 165-176

and pedagogic fields". The point was also made that specialized preparation was required for female staff and for personnel for juveniles.

16. The progress and evolution of thinking on personnel and training in the field of social defence is thus evident in the brief analysis of the major IPPC recommendations. The IPPC functions were transferred to the United Nations in 1950. The basic document which can be considered a major policy statement of United Nations social defence activities is, of course, the *Standard Minimum Rules for the Treatment of Prisoners*, which resulted ultimately from the First International Congress on the Prevention of Crime and the Treatment of Offenders, held in Geneva in 1955[25]. Rules 46-54 concern several aspects of institutional personnel:

"*46*

(2) 'The prison administration shall constantly seek to awaken and maintain in the minds, both of the personnel and of the public, the conviction that this work is a social service of great importance, and to this end all appropriate means of informing the public should be used.

"*47*

(2) Before entering on duty, the personnel shall be given a course of training in their general and specific duties and be required to pass theoretical and practical tests.

(3) After entering on duty and during their career, the personnel shall maintain and improve their knowledge and professional capacity by attending courses of in-service training to be organized at suitable intervals.

"*50*

(1) The director of an institution should be adequately qualified for his task by character, administrative ability, suitable training and experience."

17. From the very beginning of the establishment of the work programme of the United Nations in the field of the prevention of crime and the treatment of offenders in 1952, the selection and

[25] United Nations, *First United Nations Congress on the Prevention of Crime and the Treatment of Offenders*, Geneva, 22 August—3 September 1955 (A/CONF. 6/1)

training of social defence personnel was included among its activities[26]. In the same year a European Seminar on Probation was held by the United Nations in London[27]. In the summing up of the Seminar's resolutions the statement was made that "Probationary Supervisors' effectiveness would be maximized by full-time trained and salaried officers with both a general training in social work and specialized professional training and able to use modern knowledge and casework skills. Volunteers, whose valuable auxiliary help was recognized, should work under the guidance of full-time trained workers". One important conclusion stated that "Probation officers cannot fulfil their task sufficiently well by the light of experience only. They need knowledge, skills and the right attitude towards their work. This involves well-planned full-time training with inter-related theory and practice. They should also have continuous opportunities of in-service training and skilled supervision".

18. The Conference of the European Regional Consultative Group on the Prevention of Crime and the Treatment of Offenders was convened by the United Nations in Geneva, December 1952[28]. Its statement on the recruitment, training and status of treatment staff of penal and correctional institutions, after considering some aspects of the work involved, and having given separate consideration to the professional training of institutional staff, emphasized the following points:

(1) No participating country, at the time, required specialized training before appointment to the supervisory staff;
(2) Practical training solutions were uneven;
(3) The need for practical and theoretical training was unanimously recognized and the Conference decided in favour of training conducted at a preliminary stage in a penitential institution, followed by theoretical training in a specialized school;
(4) The theoretical training would best be provided in a central school with specialized lecturing.

[26] United Nations, "Programme of research and study in the field of the prevention of crime and the treatment of offenders", *International Review of Criminal Policy*, January 1952, No. 1, pages 21-24, Project No. 12 (ST/SOA/SER.M/1)
[27] United Nations, *European Seminar on Probation*, London, 20-30 October 1952 (ST/TAA/SER.C/11)
[28] United Nations, *Conference of the European Regional Consultative Group on the Prevention of Crime and the Treatment of Offenders*, Geneva, 8-16 December 1952, (ST/SOA/SD/GEN/1)

19. At the same meeting, the Swedish Minister of Justice proposed to the other Scandinavian countries to pool their resources to set up an Academy of Penal Administration, and such a system of international co-operation was proposed to the other countries. In-service training was considered and recommended, with the view being expressed that it should follow questions of principle and techniques for the supervisory staff rather than simple exposition of views and regulations. The principle was an affirmation of joint in-service training of various specialists within an institutional setting.

20. At the First United Nations Congress on the Prevention of Crime and the Treatment of Offenders in Geneva, 1955, a set of resolutions and recommendations was approved[29]. These resolutions and recommendations set the frame for subsequent developments of United Nations action in the field. Prison service was seen as an important social service demanding appropriate training, and a teamwork approach. Attention was given to all the echelons of personnel from custodial staff to directors. Professional training was discussed in detail with a view to ensuring minimum standards.

21. The proceedings of the Geneva Congress included a number of comments on specialized selection and training procedures of social defence manpower reported by different national representatives and spokesmen for international non-governmental organizations[30] [31].

22. In the development of international thinking on the issue, attention was very soon directed to the training of specialized workers for the juvenile field. In an article prepared for the *International Review of Criminal Policy*[32], general guidelines were set for the selection of personnel for this area. Of course, the greater flexibility and the stronger adherence to treatment rather than the custodial approach for juveniles suggested immediately

[29] United Nations, *First UN Congress on the Prevention of Crime and the Treatment of Offenders*, Geneva, 22 August—3 September 1955 (A/CONF.6/1)
[30] Catholic International Union for Social Service, *The Training and Recruitment of Social Workers for work amongst the delinquent and for the service of child protection*, Paper presented at the First UN Congress on the Prevention of Crime and the Treatment of Offenders, Geneva, 22 August—3 September 1955
[31] International Catholic Child Bureau, *The Training of Specialized Educators for Maladjusted Children*, Paper presented at the First UN Congress, Geneva, 22 August—3 September 1955
[32] United Nations, "The Prevention of Juvenile Delinquency", *International Review of Criminal Policy*, January/July 1955, No. 7-8 (ST/SOA/SER.M/7-8)

the need for specialized staff, whose training should reflect the treatment and prevention philosophy of the system. Another advantage of the juvenile sector was that it was immediately considered as a unified system including all the staff concerned with the juvenile offender, from magistrates to institutional personnel. The article cited above gives interesting information on different local solutions for the personnel problem from different countries, as available at the time, in the files of the United Nations Secretariat. The selection of juvenile court judges and their training was discussed in detail. This point is of particular importance in view of the fact that, even now, many countries, including some of the most developed ones, do not appoint specialized judges for the juvenile field. The training of social workers and probation officers attached to the court was also discussed and attention was given to the personnel of treatment institutions. Throughout, the need for specialized training was emphasized and different areas of the psychological and social sciences were recommended as basic units of the training curriculum. Much of the information collected by the United Nations Secretariat on this aspect of the problem was drawn from seminars or specialized papers. Some of these deserve brief mention.

23. At the Latin American Seminar on the Prevention of Crime and the Treatment of Offenders, held in Rio de Janeiro in 1953[33], the results of a questionnaire distributed to many countries on the recruitment, training and status of the staff of penal and correctional institutions were presented. They are summarized in Annex II of the proceedings of the Seminar, pages 63-68. These results represent a clear-cut programme of professional thinking on institutional personnel and they should be briefly mentioned here. The point was made that in the penitentiary staff the professional categories should not be considered as rigid but should allow for flexibility and sub-division of tasks and responsibilities. The fact that penological advances require an increasingly specialized staff and that collaboration of other specialists from other fields is needed, was recognized, and the public image of correctional staff was given attention, with the recommendation that the

[33] United Nations, *Latin American Seminar on the Prevention of Crime and the Treatment of Offenders*, Rio de Janeiro, 6-19 April 1953 (ST/TAA/SER.C/13)

publicity media should be exploited in order to form a more adequate picture of such staff in the mind of the public. Professional training was discussed in detail, particularly from the point of view of supervisory staff, where training by stages was recommended. Another common principle which was brought out at the Rio de Janeiro Seminar was that of the advisability of rotating staff, of holding regular staff meetings and of providing adequate professional consultants for the staff, together with the granting of opportunity for the expression of views and comments, based on their experience, to the staff itself.

24. In the same year, the United Nations convened in Cairo a Middle East Seminar on the prevention of crime and the treatment of offenders[34]. The selection and training of social workers and of other persons dealing with minors was discussed. The meeting recognized as an essential principle the need for a long-term policy for the theoretical and practical training not only of social workers, but also of other personnel dealing with minors, such as judges, prosecutors and the police. The need for long-range manpower and training plans was declared officially, as was the importance of considering social defence activities (at least as far as they relate to minors) as a unified field, from the first police contact with the juvenile, to after-care.

25. In 1954, the United Nations held a European Exchange Plan Seminar in Vienna on the institutional treatment of juvenile offenders[35]. Concerning treatment personnel, the optimum training required was defined as including psychological and specialized educational techniques for general personnel, and dynamic psychiatry, for example, psycho-analysis, for psychiatrists working in the institutions. Particular attention was given to the mental health of the staff, its attitudes and its professional and personal problems.

26. Also in 1954, the Asia and Far East Seminar on the Prevention of Crime and the Treatment of Offenders was convened in Rangoon by the United Nations[36]. As in the case of the other seminars, a section was devoted to the selection and training of

[34] United Nations, *Middle East Seminar on the Prevention of Crime and the Treatment of Offenders*, Cairo, 5-17 December 1953 (ST/TAA/SER.C/17)
[35] United Nations, *European Exchange Plan Seminar on the Institutional Treatment of Juvenile Offenders*, Vienna, 27 September—9 October 1954 (ST/TAA/SER.C/23)
[36] United Nations, *Asia and the Far East Seminar on the Prevention of Crime and the Treatment of Offenders*, Rangoon, 25 October—6 November 1954 (ST/TAA/SER.C/22)

personnel. The new climate of penology, stressing the need for specialized ability and smooth co-operation between staff members was noted. Three stages were recommended in the training of supervisory staff: the first stage to be conducted in a penal institution, the second stage in a specialized school and the third at the beginning of actual service.

27. In 1957 the Second Asia and Far East Seminar on the Prevention of Crime and the Treatment of Offenders[37] discussed the problem of manpower and training under two main headings: the need for full-time, adequately trained officers for a satisfactory probation system, implemented from the beginning of the establishment of such a non-institutional approach to the treatment of offenders and, in a section devoted to the ways and means of applying the *Standard Minimum Rules for the Treatment of Prisoners*, the suitability of staff was analysed and general recommendations formulated.

28. At the fourth session of the European Consultative Group for the Prevention of Crime and the Treatment of Offenders, which met in Geneva in 1958[38], the treatment of young adult offenders was discussed and some consideration was given to the need for specialized and general personnel and to the problem of proper selection of staff members.

29. The United Nations convened in 1959 the Second Seminar for Arab States on the Prevention of Crime and the Treatment of Offenders[39]. The implementation of the *Standard Minimum Rules* was discussed and under this general heading the recruitment, training and status of executive specialized and custodial staff for the prison systems of the Arab countries, was considered. Particular attention was given to the possibilities of establishing a regional training centre under UN auspices. A recommendation was put forth to the effect that the first step toward the development of a high-calibre staff was the establishment of an independent prison administration. The need for close co-operation from

[37] United Nations, *Second Asia and Far East Seminar on the Prevention of Crime and the Treatment of Offenders*, Tokyo, 25 November—7 December 1957 (ST/TAA/SER.C/34)
[38] United Nations, *European Consultative Group on the Prevention of Crime and the Treatment of Offenders*, fourth session, Geneva, 11-21 August 1958 (ST/SOA/SD/EUR6)
[39] United Nations, *Second Seminar for the Arab States on the Prevention of Crime and the Treatment of Offenders*, Copenhagen, 23 September—16 October 1959 (ST/TAO/SER.C/42)

the public, which implies a shift in the public attitude, was also emphasized.

30. In October 1959, No. 15 of the *International Review of Criminal Policy* published articles with case studies of personnel problems in three countries. An article by Srzentic[40] presented the situation in Yugoslavia, where the general training philosophy is based on the principle that, since adequate prevention of crime depends on the existing social inter-relationships of the country, all groups concerned with social problems should be involved in preventive action. In Srżentic's opinion, a need exists for greater specialization of social defence personnel. Also, teaching methods should be planned and practical work should supplement formal instruction. Another author, J. V. Bennett[41] discussed, in the same issue of the *International Review of Criminal Policy*, the selection and training of correctional personnel for the Federal Prison system of the United States. The formal training given to staff at the time of enrolment into the system is supported by continued in-service training. Appropriate teaching aids are available and an adequate system of incentives is used. In the same issue of the *International Review of Criminal Policy* an article[42] analysed the training of some types of social defence personnel in the United Arab Republic. The authors discussed the problem of training of social defence personnel compared with training of police staff, at different ranks.

31. In issue No. 19 of the *International Review of Criminal Policy* the Secretariat-General of the League of Arab States[43] published an article on some aspects of the organization of social defence services in selected Arab States. One particular aspect of social defence personnel training was discussed, that of specialized staff members to be attached to the "Bureaux of Morality" of the police force which deal with juvenile problems.

[40] Srzentic, N., "Quelques considérations sur la formation du personnel de défense sociale en Yougoslavie", *International Review of Criminal Policy*, 1959, No. 15, pages 3-6 (ST/SOA/SER.M/15)

[41] Bennett, J. V. "The Selection and Training of Correctional Personnel with special reference to the Federal Prison system of the U.S.A.", *International Review of Criminal Policy*, October 1959, No. 15, pages 8-19 (ST/SOA/SER.M/15)

[42] Darwish, A. K. and Takla, L., "Basic Considerations on the Training of some types of Social Defence Personnel with reference to current practices in the U.A.R.", *International Review of Criminal Policy*, 1959, No. 15, pages 20-24

[43] Secretariat-General of the League of Arab States, "Some Aspects of the Organization of Social Defence Services in Selected Arab States", *International Review of Criminal Policy*, June 1962, No. 19 pages 51-53

32. In 1962 a European Seminar on the evaluation of the methods used in prevention of juvenile delinquency was convened by the United Nations in Frascati[44]. Several of the experts who participated in the Seminar underlined the gaps in the training of specialized personnel needed for juvenile delinquency prevention and the needs for special instruction.

33. In 1963 a Working Group was convened in La Guaira[45], composed of Latin American experts, and one of the four major areas of discussion was the training of personnel in the social defence field. Detailed recommendations were presented which covered the training of institutional personnel for adults, and for juveniles both in the institutional and non-institutional settings. The bulk of the training was considered to be within the province of professional social work with a special orientation towards social defence problems. The practice of introducing into the system former police or military staff was condemned. Practical assistance was sought from the United Nations in the form of fellowships, expertise, and the establishment of a Latin American Institute. The creation of national training institutes was advocated and in general the serious needs of the Latin American region in the field were emphasized.

34. Since early 1963 a United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders has been in operation in Fuchu, Japan. The primary purpose of this Institute has been, from the beginning, the training of high level social defence personnel and three courses per year have been offered to groups of regional trainees. The Institute has also carried out small-scale research in different areas. One study on open correctional institutions analysed in detail the specific needs of personnel (including personal and family qualifications) for this type of institution[46]. At the same Institute an Asian Regional Seminar on the prevention of juvenile delinquency was

[44] United Nations, *European Seminar on the Evaluation of Methods used in the Prevention of Juvenile Delinquency*, Frascati, 14-23 October 1962 (SOA/ESWP/1962/3)

[45] United Nations, *Reunión de Trabajo de un grupo de expertos latin-americanos sobre prevención del delito y tratamiento del delincuente*, La Guaira, Venezuela, 9-18 September 1963 (ST/TAO/SER.C/68)

[46] United Nations, Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders, *The Open Correctional Institution in Asia and the Far East*, N.Y. 1965 (TAO/AFE/14)

held in 1964[47]. One section was devoted to recruitment, selection, training and status of personnel. The view was upheld that personnel for specialized functions (such as physicians and psychologists, for example) was so scarce that specialized training problems did not exist. Technical personnel with a high-level of training should be shared among countries. For professional staff, although special training was needed and recommended, the status problem within the system was solved by a "de facto" separation from the rest of the staff. The non-specialist staff, because of the scarcity of specialist staff, have a more difficult task to perform. They need intensive pre-service training and adequate in-service training. Their low status should be improved, with the recommendation that career services for all such personnel should be established. One recommendation, which has since been echoed from other sources, was that of establishing overall planning and co-ordination for social defence preventive activities.

35. In the same year an expert group meeting on social defence was convened in Monrovia by the UN Economic and Social Council and the Economic Commission for Africa[48]. One item on the agenda was the planning, selection and training of personnel responsible for the treatment of young delinquents. The group considered that such planning, selection and training should receive particular attention from governments and should not be subjugated to other economic and social aspects of development which might be considered more urgent. This point is of particular interest in a developing country because it focuses on the problem of the establishment of priorities in the allocation of the limited existing manpower and financial resources. Although the bulk of the personnel, as had been the case in other similar gatherings, was considered as belonging to the social work profession, adequate selection principles were advocated by the group. The elements of a specialized curriculum were analysed with the specific recommendation that appropriate concern for African culture should be inserted in the curriculum. The desirability of an African training

[47] UNAFEI, *Course-Seminar on Juvenile Delinquency: its prevention and treatment*, Fuchu, 3-13 March 1964 (UNAFEI/CS 641)

[48] UN Economic and Social Council, Economic Commission for Africa, Expert Group Meeting on Social Defence, *Development of National Programmes for the Prevention of Juvenile Delinquency and Treatment of Young Offenders*, Monrovia, 18-31 August 1964 (E/CN.14/SODE/30)

centre was recognized, with a view to eliminating the dependency of newly established African nations on former "colonial" countries. The need for public information, in order to foster its collaboration was upheld. Another specific point was the need for providing the police with adequate information about this field of activity. Police, in general, it was felt, tended to regard activities concerning delinquents or children in moral danger as a minor part of their work.

36. Also in 1964 the First African Course on Institutional Treatment of Juvenile Offenders (Regional Training Course for Social Workers) was held in Cairo by the UN Economic Commission for Africa[49]. The report on the Course gives important indications on preferred guidelines for intensive in-service training.

37. In the same year the Third International Seminar for the Arab States on the Prevention of Crime and the Treatment of Offenders was held in Damascus[50]. A section of the Seminar was devoted to the problems of personnel entrusted with the planning and execution of sound social defence policies and programmes. The Seminar recognized the need for establishing a central agency to plan, co-ordinate and implement social defence programmes in order to avoid waste due to overlapping. After discussing several national solutions to social defence problems, the need for the creation of an independent staff for penitentiary personnel was recognized. The difficulties met by Arab States in recruiting specialized personnel for prison work were stated, together with the need for training programmes for the different levels of personnel working in the system. Recognition was given to the need for in-service training programmes for the selection and training of juvenile judges and for the use of the services of volunteers.

38. Issue No. 22 of the *International Review of Criminal Policy* was devoted to the theoretical and practical training of social defence personnel. It included a detailed analysis of in-service training of such personnel, prepared by the United Nations

[49] UN Economic Commission for Africa, *First African Training Course on Institutional Treatment of Juvenile Offenders; Regional Training Course for Social Workers*, Cairo, 1 September—10 October, 1964 (E/CN.14/326, E/CN.14/SWTA/36)

[50] United Nations *Third Seminar for the Arab States on the Prevention of Crime and the Treatment of Offenders*, Damascus, 26 September—5 October 1964

Secretariat[51], a report on technical assistance training activities carried out by the Vaucresson Centre in France for personnel from thirty-two countries[52], a report on the international activities of the Center for the Study of Crime, Delinquency and Corrections of Southern Illinois University, U.S.A.[53], and a report on in-service training for junior personnel of institutions for juvenile delinquents in a developing country[54]. This issue of the Review also describes the activities of the United Nations regional social defence training institute for Asia and the Far East and summarizes the recommendations of the Latin American expert meeting held in Venezuela in 1963 which dealt *inter alia* with training. It presents, further, information on multilateral and bilateral programmes of technical assistance under which training in the field of the prevention of crime and the treatment of offenders may be obtained. It is evident that the need for specialized manpower and training has gained international recognition and has become an activity of paramount importance in most countries. Another consideration, however, should be added—that this training appears to be carried out with a broad range of alternatives, without clear-cut guiding policies, and often with costly repetition and lack of information from country to country.

39. In 1965 prior to the Quinquennial Congress the United Nations convened in Denmark an Interregional Meeting on Research in Criminology[55] attended by directors of research institutes from developing and developed countries. The need to train specialized personnel in research processes was stated unanimously and it was recommended that the United Nations should hold courses and seminars to train criminological research workers. However, the relationship between this type of research personnel and specific field-oriented social defence activities was not discussed.

[51] United Nations, "In-service Training of Personnel in the Social Defence Field", *International Review of Criminal Policy*, 1964, No. 22, pages 3-16

[52] Michard, H., "An Experiment in Technical Exchanges and Assistance in the Matter of the Protection of Children by the Courts", *International Review of Criminal Policy*, No. 22, pages 39-44

[53] Alexander, M. E., "An International Training Programme in a University Setting for Personnel engaged in the Treatment of Offenders", *International Review of Criminal Policy*, 1964, No. 22, pages 45-48

[54] Riley, J., "In-service Training for Junior Personnel for Institutions for Juvenile Delinquents in a Developing Country", *International Review of Criminal Policy*, 1964, No. 22, pages 49-56

[55] United Nations, *Report of the Interregional Meeting on Research in Criminology*, Krogerup (Denmark), 18 July—7 August 1965

40. As already stated in the beginning of the present report, the Advisory Committee of Experts which met in New York in 1966 included in the work programme the "economics of recruitment and training of qualified personnel for social defence programmes"[56]. Prior to the meeting, issue No. 24 of the *International Review of Criminal Policy* devoted its contents to the training of social defence personnel both in developed and developing countries. Training was discussed in its general principles as applied to regional training by the staff of the Fuchu Institute[57]. An article[58] emphasized the relationship between training and national development from the point of view of the investment aspects of training and of its relationship to planning. The evaluation of training was also discussed in the same article. Training in the Union of Soviet Socialist Republics was reported in detail[59]. A paper from the United Nations Educational, Scientific and Cultural Organization[60] analysed the evaluation of different training approaches for youth workers, while a paper[61] presented an assessment of the implications for social defence of mental health training. The investment aspects of social defence training for youth personnel were again discussed[62], while another paper[63] presented an interesting field study of a cost-benefit analysis of training for educational and social workers at the Betamba Centre in the Cameroon. Another article discussed Latin American specialized social defence training programmes[64], while an article by the International Prisoners' Aid Association discussed the role and value of volunteers in social

[56] See footnote [1]
[57] UN Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders, "General Principles of Co-operative Learning and their Application to Regional Training", *International Review of Criminal Policy*, 1966, No. 24, pages 3-8 (ST/SOA/SER.M/24)
[58] Clifford, W., "Training for Crime Control in the Context of National Development", *International Review of Criminal Policy*, 1966, No. 24, pages 9-22
[59] Karpets, I. I., "Training Schemes for Persons Engaged in the Prevention of Crime and the Maintenance of Public Order in the USSR", *International Review of Criminal Policy*, 1966, No. 24, pages 23-28
[60] Francois, P., "Tentative Appraisal of Approaches to the Training of Youth Workers", *International Review of Criminal Policy*, 1966, No. 24, pages 29-38
[61] Blain, D., "Mental Health Training and its Implications for Social Defence", *International Review of Criminal Policy*, 1966, No. 24, pages 39-50
[62] Veillard-Cybulski, M., "Training of Social Defence Personnel for Youth as a Long-term Investment: Aspects of the Present Day Problem", *International Review of Criminal Policy*, 1966, No. 24, pages 51-56 (ST/SOA/SER.M/24)
[63] Zumbach, P., and Lang, D., "Elements of Costs and Benefits of a Project to Train Educational and Social Workers in Cameroon", *International Review of Criminal Policy*, 1966, No. 24, pages 57-62
[64] Sajón, R. and Achard, J. P., "Perspectives on Specialized Social Defence Training Programmes in Latin America", *International Review of Criminal Policy*, 1966, No. 24, pages 63-68

defence[65]. Finally, an article by the United Nations Secretariat, on the basis of information received from a number of national correspondents presented a detailed study of social defence training schemes in relation to quantitative and qualitative manpower needs[66].

41. In August 1968 the United Nations Consultative Group on the Prevention of Crime and the Treatment of Offenders had as one of the four items on its agenda the "economics of training" in social defence. A working paper prepared by the Secretariat discussed training in its developmental aspects and in the context of social defence policy[67]. A clear distinction was drawn between training and education, the former being identified as "a planned process designed to enable persons to perform their roles effectively". A corollary of this position is obviously the need for an accurate definition of the tasks for which an individual is being trained. A further point was raised, that of the difficulty of forecasting accurately the type of job for which a need will exist, and for which therefore training is considered necessary. The question of priorities within competing and complementary needs of national development was raised and the need was affirmed to avoid the risk of costly sectoral imbalance. Training of personnel must always be linked to existing social defence programmes. The matter of a cost-benefit approach to social defence training was discussed in the Secretariat working paper and the contention was made that clear-cut cost and benefit parameters are very difficult to identify in the social defence field. The tendency to train, in many developing countries, multi-purpose workers was noted, although no position was taken as to the merits or de-merits of this approach. The advantages of mobile training teams were presented together with possible guidelines for the utilization of recent technological progress in training aids. Another aspect of the problem was discussed, that of optimal conservation of trained manpower.

[65] Baker, R., Baker, J., Weir, H. and Ammundsen, P., "The Role and Potential Value of Volunteers in Social Defence", *International Review of Criminal Policy*, 1966, No. 24, pages 69-72

[66] United Nations, "Social Defence Training Schemes in Relation to Manpower needs in Selected Countries", *International Review of Criminal Policy*, 1966, No. 24, pages 75-88

[67] United Nations, Consultative Group on the Prevention of Crime and the Treatment of Offenders, Geneva, 6-16 August 1968, (ST/SOA/SD/CG.2/WP.2)

42. The Consultative Group included in its report a number of statements which called for analysis of training needs in a developmental context, the need for more information on criminological approaches and for the establishment of a feedback system between field work and academic research for the utilization of better techniques to improve the efficiency of training and its organization for better co-ordination of different disciplines and for improved national co-operation together with a broader use of science and technology developments. The training of volunteers to maximize their optimum utilization was also advocated.

43. Several other references to manpower and training problems are included in other United Nations publications. For example, the series *Comparative Survey on Juvenile Delinquency*[68] provides a clear (although occasionally outdated) picture of the situation for juvenile court, institutional and non-institutional personnel. The variety of procedures, of concrete situations, of approaches, is evident from a perusal of these sources. Of particular interest, however, are the frequent references in the *Comparative Survey on Juvenile Delinquency* to specialized training of judges dealing with juvenile offenders. Although a few countries do not favour the specialization of judges even for such delicate functions as those concerned with juveniles, the need for specialized training for this type of magistrate is obvious. In 1962, the Sixth International Congress of Youth Magistrates was held in Naples[69]. Several delegates spoke on the training of youth magistrates and the final resolution of the Congress emphasized the special care with which this type of magistrate must be selected, while the different representatives stressed several aspects of the delicate relationship between the magistrates and their collaborators.

44. The World Health Organization has considered the problem of social defence personnel only in a report published by Dr. Bovet on the psychiatric aspects of juvenile delinquency, a chapter of which discusses the selection and training of personnel[70]. The

[68] United Nations, *Comparative Survey on Juvenile Delinquency, Part I North America; Part II Europe; Part III South America; Part IV Asia and the Far East; Part V Middle East*, New York, 1952 (ST/SOA/SD/1)

[69] *Le Magistrat de la Jeunesse, sa formation, ses collaborateurs*, Actes du VIème Congrès de l' Association Internationale des Magistrates de la Jeunesse, Napoli, 26-29 septembre 1962, Rassegna di Studi penitenziari, Fasc. IV-V, Luglio-Ottobre 1965

[70] Bovet, L., "Les aspects psychiatriques de la délinquance juvénile, *Bulletin of the World Health Organization*, 1950, Vol. 3, No. 1 pages 63-162

present tendency to use indigenous and partly trained or untrained personnel in the mental health field in developing countries may be recalled in this connexion (Lagos Conference, 1968).

45. The United Nations Educational, Scientific and Cultural Organization, of course, has considered manpower problems particularly in relation to educational planning and forecasting educational needs. However, one particular paper published in 1960 deals with the contribution of social sciences in social work training and is of great interest for curriculum planning of social defence personnel[71].

46. The European Committee on Crime Problems of the Council of Europe has established a sub-committee on the status, selection and training of prison staff. A first report published by the sub-committee in 1963 provides detailed information on current practices in the then thirteen member countries, together with a list of training centres and an extensive bibliography based primarily on European and, in small part, on North American sources[72]. A second publication in 1967 updates the information of the previous one and provides important supplementary observations[73]. One deals with the fact that the most important skill of institutional officers seems to be the ability "to act flexibly". An important consideration is that dealing with the fact that material rewards (such as permanency, promotion prospects, free housing, etc.) appear to play too large a part in attracting recruits. (This happens to be true also in many developing countries where occasionally housing assumes a paramount importance.) The concept of working in a unique social service, although at present a secondary motive, should be fostered for custodial work. This involves informing the public about the social importance of the work undertaken in order that appropriate pay and conditions of service may be provided together with a favourable modification of the professional image.

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[71] UN Educational Scientific and Cultural Organization, *The Contribution of Social Sciences in Social Work Training*, Meeting of Experts, Paris, 4-13 July 1960

[72] Council of Europe, European Committee on Crime Problems, *The Status, Selection and Training of Prison Staff*, Strasbourg, 1963

[73] Council of Europe, European Committee on Crime Problems, *The Status, Selection and Training of Basic Grade Custodial Prison Staff*, Strasbourg, 1967

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